

Hope House Foundation

Leadership and Supported Living



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“Our goal should be clear.
We are seeking nothing less
than a life surrounded by the
richness and diversity of
community.

A COLLECTIVE LIFE.
A COMMON LIFE.
AN EVERYDAY LIFE.

A powerful life that gains
its joy from the
creativity and connectedness
that comes when we join in
association as citizens
to create an inclusive world.”

John McKnight

HOPE HOUSE FOUNDATION

PHILOSOPHY AND MISSION

The philosophy on which the mission of Hope House Foundation is based incorporates the following principles in regard to providing service and supports:

1. Emphasis is placed on high quality service that is flexible, creative, innovative and orientated toward the development and/or adaptation of practical and useful life skills.
2. Individual choice is valued, promoted and encouraged.
3. Assistance is given toward the development of close, mutual, ongoing relationships and natural support networks with individuals in the community.
4. Services and living environments are designed and modified, whenever possible, to meet the unique needs of the individual.

The overall mission of Hope House Foundation is to provide community based service and support to adults with disabilities. Services developed within the agency are based on the conviction that people with disabilities, regardless of their severity, have the right to participate in community life. This right to experience community integration and inclusion should not be limited by level of functioning or attainment of certain skill, but only by available resources and technology. Hope House Foundation has a commitment to continuously refine and broaden its resources and capabilities so that more people with varying degrees of disabilities can be served successfully in the community.

QUALITY SERVICE
CAN ONLY BE REALIZED
IN AN ORGANIZATIONAL CULTURE
THAT VALUES INTEGRITY.

SERVING CUSTOMERS WELL
ONLY TRULY HAPPENS WHEN
AN ORGANIZATION SINCERELY BELIEVES
THAT THIS IS HOW
CUSTOMERS DESERVE TO BE SERVED.

SUPPORTED LIVING

KEY PRINCIPLES

1. People with disabilities should be supported in living arrangements which are typical of those in which persons without disabilities reside.
2. The services that a person receives should change as his or her needs change without the consumer having to move elsewhere.
3. A person with disabilities should exercise choice over where and with whom he or she lives.
4. People with disabilities should have control over their own living arrangements.
5. The aim of furnishing services and supports to a program participant is to assist that individual to take command of his or her life while building critical and durable relationships with other individuals.
6. The services or supports furnished to an individual should be tailored to his or her needs and preferences.
7. Services and supports are most effective when furnished where a person lives and within the context of his or her day-to-day activities.
8. Supports must be extremely flexible, not restricted to particular types or categories of services.
9. People with developmental disabilities should not be excluded from supported living arrangements based on the nature and severity of their disabilities.

Community Management Initiative
Gary A. Smith
1990

SUPPORTED LIVING IS:

- * a move from short-term, developmental planning to life-long functional planning.
- * a move from providing a service continuum with emphasis on special facilities and programs to seeking a service array that adapts generic resources by providing the assistance and support as needed.
- * a move from fragmented grouping of separate and independent services (residential, day training, education) to recognition of the need for holistic, independent and integrated service system.
- * a move from a system of offering models of service delivery to one where it is possible to create individualized support.
- * a move from service payment based on facility budgets toward reimbursement based on vendor performance and individual needs...

Minnesota Governor's Planning Council
1987

SUPPORTED LIVING IS NOT:

1. simply offering services in “small residences”.
2. synonymous with apartment programs.
3. a model that rejects training as a valid component of service delivery.
4. an “unsupervised” living arrangement.
5. another residential alternative.

Community Management Initiative
Gary A. Smith
1990



**Fabulous service
is quite simply
ordinary people
doing
ordinary things
extraordinarily well.**

MOVING FROM PROGRAMS TO SUPPORTS

SESSION ONE

SUMMARY

1. “What I do for a living” is part of a much greater whole.
2. “What I do for a living” according to Dave Hingsburger, involves:
 1. “trying to build a society in which all people can have a place.
 2. trying to build a system in which all people can learn to love themselves and others.
 3. trying to create a means for individuals with developmental handicaps to free themselves of systemic and societal bigotry and enter the world full of pride in who they are and what they have achieved.”
3. “What I do for a living” means that I accept people with disabilities as equals.
4. “What I do for a living” means I need to learn to follow the people I serve.
5. “What I do for a living” involves recognizing that people with disabilities are engaged in the struggle for equality.
6. “What I do for a living” requires me to question society’s standards for what makes a person “valuable”.
7. “What I do for a living” requires me to question and become more aware of my own subtle biases and prejudices regarding people with disabilities.
8. “What I do for a living” means my work will never be done.

“To give real service, you must add

something which

cannot be bought or measured with money,

and that is sincerity and integrity.”

Donald A. Adams

PROGRAMS TO SUPPORTS TRAINING

The area focused on in this session was QUALITY OF LIFE.

QUALITY OF LIFE.....

1. cannot be standardized or measured with instruments and evaluations.
2. is subjective and highly individualized
3. means different things to different people.
4. has been greatly influenced by societal and cultural norms.
5. does not mean “standard of living”.
6. encourages human service providers to redefine “services” for people with disabilities by examining individual preferences.
7. measures need to be used with caution with people with disabilities so as not to further alienate them from “mainstream” society.
8. generally relates to the amount of personal control one has over one’s life.
9. is as unique as is the individual for whose lifestyle it purports to measure.

**LIFE IS MORE THAN JUST
REACHING OUR GOALS
AS INDIVIDUALS AND
AS A GROUP
WE NEED TO REACH
OUR POTENTIAL
or
YOUR ORGANIZATION
CAN NEVER BE SOMETHING
YOU ARE NOT.**

Excerpts from: THE MOUTH
Editor: Lucy Gwin
P.O. Box 558
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"I'd like to see my clients have more control over their lives, but the System keeps all of us in line."

"We try to truly listen to our clients, but the System won't let us spent the time."

"We came into this profession to do good for people, but we have deal with the System."

Who is... **THE SYSTEM?**

Who Owns It?

Is it Government, requiring a form for every move you make?
Is it Lawyers, waiting in the wings to sue you for giving people the freedom to fail?
Is it Policy, the rules of the organization where you work?
Is it Funding Sources, requiring that you do things their way?
Is it Insurance, the way it won't pay for This and will pay for That?

The System is all of that plus on more important thing:
The System is the way things have always been done. The System is our own perfectly normal human resistance to change. *"We tried that once and it didn't work"*
The System is us.

How can we...

We can make a small start by asking ourselves three sensible questions, heart to heart:

1. What is it, what is it specifically, that keeps me from doing what I know is right?
2. Who will suffer if I do it?
3. Who will suffer if I don't?

Once we answer these questions, we can decide to do that right thing, or decide not to.

It sounds so simple.
Maybe it is.

...change it?

Organizational Stress Factors and Causes

The Management Environment

Perception of Change	Whether things are getting better or worse
Mission and Goals	How they affect work
Management	How central leadership is addressing demands
Supervision	Employee perceptions of their supervisor
Communication	How staff receive information
Performance Appraisal	The procedures for appraisal
Health and Safety	Threats to health, career and well-being
Work and Home	The impact of one domain upon another

The Six Areas of Organizational Life

Workload	Extent to which demands are manageable or overwhelming
Control	Amount of control people feel in their jobs
Reward	The effectiveness of reward and recognition system
Community	The organization's responsiveness to staff and community
Fairness	Respect and fairness among people in the organization
Values	Personal and organizational values about work

Personal Experience

Energy	Level of emotional, creative and physical energy
Involvement	Degree of concern of cynicism about work
Effectiveness	The impact of work on personal accomplishment

LEADERSHIP

PhD in Leadership, Short Course: Make a careful list of all things done to you that you abhorred. Don't do them to others, ever. Make another list of things done for you that you loved. Do them for others, always.

Associates: Hire and promote first on the basis of integrity; second, motivation; third, capacity; fourth, understanding; fifth, knowledge; and last and least, experience. Without integrity, motivation is dangerous; without motivation, capacity is impotent; without capacity, understanding is limited; without understanding, knowledge is meaningless; without knowledge, experience is blind. Experience is easy to provide and quickly put to good use by people with all the other qualities.

Employing Yourself: Never hire or promote in your own image. It is foolish to replicate your strength. It is idiotic to replicate your weakness. It is essential to employ, trust, and reward those whose perspective, ability, and judgment are radically different from yours. It is also rare, for it requires uncommon humility, tolerance, and wisdom.

Compensation: Money motivates neither the best people, nor the best in people. It can move the body and influence the mind, but it cannot touch the heart or move the spirit; that is reserved for belief, principle, and morality. As Napoleon observed, "No amount of money will induce someone to lay down their life, but they will gladly do so for a bit of yellow ribbon."

Form and Substance: Substance is enduring, form is ephemeral. Failure to distinguish clearly between the two is ruinous. Success follows those adept at preserving the substance of the past by clothing it in the forms of the future. Preserve substance; modify form; know the difference. The closest thing to a law of nature in business is that form has an affinity for expense, while substance has an affinity for income.

Creativity: The problem is never how to get new, innovative thoughts into your mind, but how to get old ones out. Every mind is a room packed with archaic furniture. You must get the old furniture of what you know, think, and believe out before anything new can get in. Make an empty space in any corner of your mind, and creativity will instantly fill it.

Leadership: Here is the very heart and soul of the matter. If you look to lead, invest at least 40% of your time managing yourself – your ethics, character, principles, purpose, motivation, and conduct. Invest at least 30% managing those with authority over you, and 15% managing your peers. Use the remainder to induce those you "work for" to understand and practice the theory. I use the terms "work for" advisedly, for if you don't understand that you should be working for your mislabeled "subordinates," you haven't understood anything. Lead yourself, lead your superiors, lead your peers, and free your people to do the same. All else is trivial.

-Dee Hock

“All organizations are merely conceptual embodiment of a very old, very basic idea – the idea of community. They can be no more less than the sum of the beliefs of the people drawn to them; of their character, judgments, acts, and efforts,” Hock says. “An organization’s success has enormously more to do with clarity of a shared purpose, common principles and strength of belief in them than to assets, enterprise, operating ability, or management competence, important as they may be.”

Some principles that worked for Visa:

The organization must be adaptable and responsive to changing conditions, while preserving overall cohesion and unity of purpose. This is the fundamental paradox facing businesses, governments, and societies alike, says Hock – not to mention living cells, brains, immune system, ant colonies, and most of the rest of the natural world. Adaptability requires that the individual components of the system be in competition. And yet cohesion requires that those same individuals cooperate with each other, thereby giving up at least some of their freedom to compete.

The trick is to find the delicate balance that allows the system to avoid turf fights and back-stabbing on the one hand, and authoritative micromanagement on the other. “Neither competition or cooperation can rise to its highest potential unless both are seamlessly blended,” says Hock. “Either without the other swiftly becomes dangerous and destructive.”

The organization must cultivate equity, autonomy, and individual opportunity. “Given the right circumstances,” says Hock, “from no more than dreams, determination, and the liberty to try, quite ordinary people consistently do extraordinary thing.”

The organization’s governing structure must distribute power and function to the lowest level possible. “No function should be perform by any part of the whole that could reasonably be done by any more peripheral part,” says Hock, “and no power should be vested in any part that might reasonably be exercised in any lesser part.”

The governing structure must not be a chain of command, but rather a framework for dialogue, deliberation, and coordination among equals. Authority, in other words, comes from the bottom up, not the top down. The U.S. federal system is designed so authority rises from the people to local, state, and federal governments; in Visa, which contains elements of the federal system, the member banks send representative to a system of national, regional, and international boards. While a system appears to be hierarchical, the Visa hierarchy is not a chain of command. Instead, each board is supposed to serve as a forum for members to raise common issues, debate them, and reach some kind of consensus and resolution.

-Dee Hock

"IF YOU GIVE
A PERSON A HAMMER,
EVERYTHING
BEGINS TO LOOK
LIKE A NAIL."

SUPERVISION DEFINED

“Supervision is conceived as a service to employees, a means of offering specialized help in improving performance. The philosophy of supervision within Hope House Foundation is viewed as a positive interaction between the supervisor and the employee, designed to maximize performance and provide a natural transition toward performance evaluations.”

Hope House Foundation Personnel Manual

“If you are not serving the customer, you had better be serving someone who is.”

Jan Carlzon

WHAT IS PARTICIPATIVE MANAGEMENT

SESSION I

I believe that the most effective contemporary management process is participative management. Participative management is glibly discussed these days in a number of magazines and books, but it is not a theoretical position to be adopted after studying a few journals. It begins with the belief in the potential of people. Participative management without a belief in that potential and without convictions about the gifts people bring to organizations is a contradiction in terms.

Participative management arises out of the heart and out of a personal philosophy about people. It cannot be added to, or subtracted from, a corporate policy manual as though it were one more managerial tool.

Everyone has the right and the duty to influence decision making and to understand the results. Participative management guarantees that decisions will not be arbitrary, secret, or closed to questioning. Participative management is not democratic. Having a say differs from having a vote.

Effective influencing and understanding spring largely from healthy relationships among the members of the group. Leaders need to foster environments and work processes within which people can develop high-quality relationships; relationships with each other, relationships with the group with which we work, relationships with our clients and customers.

Respect people. This begins with an understanding of the diversity of their gifts. Understanding the diversity of these gifts enables us to begin taking the crucial step of trusting each other. It also enables us to begin to think in a new way about the strengths of others. Everyone comes with certain gifts – but not the same gifts. True participative and enlightened leadership allow these gifts to be expressed in different ways and at different times. For the CEO to vote on the kind of drill press to buy would be foolish. For the drill press operator (who should be voting on the kind of tool to use) to vote on whether to declare a stock split would be equally foolish.

Understand that what we believe precedes policy and practice. Here I am talking about both our corporate and personal value systems. It seems to me that our value system and world view should be closely integrated into our work lives as they are integrated into our lives with our families, our churches, and our other activities and groups.

Many managers are concerned about their style. They wonder whether they are perceived as open or autocratic or participative. As practice is to policy, so style is to belief. Style is merely a consequence of what we believe, of what is in our hearts.

Agree on the right of work. Each of us, no matter what our rank in the hierarchy may be, has the same right; to be needed, to be involved, to have a covenantal relationship, to understand the corporation, to affect one's destiny, to be accountable, to appeal, to make a commitment.

Understand the respective role and relationship of contractual agreements and covenants. Contractual relationships cover such things as expectations, objectives, compensation, working conditions, benefits, incentive opportunities, constraints, timetables, etc. These are all a part of our normal life and need to be there.

But more is needed, particularly today when the majority of us who work can properly be classified as volunteers. The best people working for organizations are like volunteers. Since they probably find good jobs in any number of groups, they choose to work somewhere for reasons less tangible than salary or position. Volunteers do not need contracts, they need covenants.

Covenantal relationships enable corporations and institutions to be hospitable to the unusual person and to unusual ideas. Covenantal relationships enable participation to be practiced and inclusive groups to be formed.

Understand that relationships count more than structure. Every educational institution goes through periodic evaluation by some sort of accreditation committee. A small college with which I have been associated went through such an evaluation recently. The committee's report noted an especially high level of trust between the president, who was to retire soon, and the faculty. To create this trust with the next president, the committee recommended that the college make the necessary changes in their "structures". The president was justifiably amused. Structures do not have anything to do with trust. People build trust.

Finally, one question: Would you rather work as a part of an outstanding group or be a part of a group of outstanding individuals? This may be the key question in thinking about the premises behind participation.

The Art of Leadership by Max Depree

PARTICIPATIVE MANAGEMENT

WHAT IT IS:

1. Participative management means that members of the organization have control over their jobs, see their work as having meaning, do their work with others (rather than in isolation), and above all have real influence or "say" over what they do to achieve their work goals.
2. Participative management is a philosophy that demands that organizational decision making be made in such a way that input and responsibility are extended to the lowest level appropriate to the decision being made. The purpose of participative management is to ensure that effective decisions are made by the right people.

WHAT IT'S NOT:

1. Participative management is not "gainsharing" (giving participants part of the increase in organizational profits that result from their ideas, suggestions, etc.).
2. Participative management is not "self-management" (self-management generally refers to having no formal, direct supervisors).
3. Participation is not "employee ownership" (employee ownership ranges from stock option plans to direct ownership of the company).

Participative Management is		Participative Management is not	
✓	Done with people	X	Done to people
✓	A business-based decision/strategy	X	Human resources department based decision
✓	Empowering teams and individuals to make decisions that relate to their own work	X	Having all decisions made by individuals/teams
✓	Increasing empowerment for the whole organization	X	Empowering a select few
✓	A process requiring ongoing leadership and change in behavior from the top	X	Imposed on an organization without leadership
✓	A planned process for change	X	An unplanned journey
✓	"Walking the talk" or doing what you say	X	Talking a philosophy but taking no action
✓	Getting into the ring	X	Talking a good fight
✓	A consolidation of many different practical insights about people and work	X	A brilliant discovery of the Japanese
✓	Redesigning the way all work gets done	X	Redesigning the job of the hourly worker
✓	Tapping the potential of all people	X	Reacting to a revolution of social values
✓	Clearly assigned responsibility for future	X	Anarchy
✓	Teams and individuals participating collaboratively	X	Only about "self-directed teams"
✓	The effective utilization of people	X	Only about downsizing
✓	Expensive to introduce, with potential high return	X	Free
✓	Making effective decisions	X	Only about consensus
✓	A long term process	X	A program with a beginning and ending.

BENEFITS OF PARTICIPATIVE MANAGEMENT

Participation is good for organizations.

- ❖ Participative management improves performance and profit.
- ❖ Participative management leads to increased productivity.
- ❖ Participative management can reduce costs by reducing absenteeism, waste and defects.
- ❖ Participative management can limit the cost of employee benefits, such as sick pay and health care costs because work that involves employees can have positive effects on physical health.

Participation is good for employees

- ❖ Participative management tends to make employees more satisfied.
- ❖ Participative management can have long range positive impact on workers' physical health, as well as their psychological well-being.

PARTICIPATORY MANAGEMENT

A system whereby all members of an organization have the opportunity and the responsibility to influence and contribute to all decisions that directly or indirectly affect them or their functions. The style of implementation is characterized by trust, openness, honesty and integrity, and is governed by the belief that employees want to perform their jobs well and are able to make valuable contributions in a positive way towards accomplishing the organization's goals. Further belief is held that employees are "changers" and "determiners" of their own work environment; rather than victims or recipients of the quality of their work life. The ultimate goal being self-actualization of employees individually and thereby self-actualization of the organization as a whole.

Hope House Foundation STAFF DEVELOPMENT PHILOSOPHY

Hope House Foundation believes that people work best in an atmosphere which is challenging, rewarding and provides each individual with ongoing opportunities for personal as well as professional growth through achievement, creativity, and constructive feedback. Such an atmosphere also includes the perspective that each individual in the group is of equal worth; that the dignity of each person is to be respected, and that the principles of fairness and integrity permeate all decisions affecting the individual. The organization seeks to promote such an environment thorough the provision of comprehensive and continuous training opportunities, through participation in various staff development activities and through adherence to a participatory management system. Training and staff development activities continue throughout the individual's employment. Growth is also facilitated by providing each individual the freedom to learn and work in an atmosphere which allows for individual style and expression.

Hope House Foundation's management system involves all employees in the shared responsibility for the agency through participation in the workings of the entire organization. Areas of emphasis include: group decision making, developing annual objectives, decision-making consensus, and instruction of employees in receiving as well as providing supervision and leadership. Supervision is viewed as a service provided by management to develop and support employees in realizing their fullest potential.

PHYSICAL TEAM BUILDING

Activities of a physical nature designed to enhance Hope House Foundation's philosophy of staff development, particularly in the area of team building, leadership training and personal growth is offered per fiscal year.

This type of inservice will be funded through budgets when funds are available. This series usually will involve one day activity. Examples of such activities include but are not limited to:

Ropes and Initiative Courses (unlimited)/Chesapeake Northwest River Park

A course designed in 1975 by Discover (a private social service organization in Northern Virginia). Designed with the emphasis as a decision making activity rather than a "physical" activity. Course is made up of a series of obstacles that test individuals in a controlled risk-environment. Some events require individual effort, while others call for team cooperation. Objectives of the course are to build confidence, team-work and self-esteem.

Rock Climbing (One-Two per year)/Raven's Roost (Charlottesville area)

A one-day overnight camping activity, designed for individual confidence and self-esteem building, team cooperation and decision making. Controlled risk by safety equipment and trained instructors. Site for event is approximately a four hour drive.

Rafting (Two per year)/James River (Richmond area)

A one-day activity designed for group decision making, leadership development, team-building and cooperation. Controlled risk through instructors and equipment. Approximately a two hour drive.

*People are self-motivated
and only need from
management*

★ *to be well prepared for the
job*

★ *to have unnecessary and
demanding barriers
removed*

★ *to have achievements
recognized*

Fable of the Roasted Pigs

Once upon a time a forest where some pigs lived caught on fire and all the pigs were roasted. Men, who at that time were in the habit of eating raw meat only, tasted the roasted pigs and found them delicious. From that time on, whenever men wanted roast pork they set a forest on fire.

For a long time things had not been as they should be: often the pigs were burned almost to a crisp, sometimes they were partially raw, and other times they were so completely damaged that it was hardly possible to make use of them at all.

Due to the many bad points of the The System, complaints grew at an increasing rate as The System was expanded to involve more and more people; it was the general desire that The System should be drastically changed. Thus every year there were any number of conventions, congresses, and conferences, and a considerable amount of time and effort was spent in search of a solution. But apparently no way of improving The System was ever found, for the next year and the year after and the year after that there were once more conventions and congresses and conferences. And this went on all the time.

Those who were experts on the subject put down the failure of The System to a lack of discipline on the part of the pigs, who would not stay where they should in the forests; or to the inconstant nature of fire, which was hard to control; or to the trees, which were too green to burn well; or to the dampness of the earth; or to the official method of setting the woods on fire; or to the Roast Pork Weather Service, which did not accurately predict the time, place and amount of rain; or...or...

There were men who worked at setting the woods on fire (firemen). They specialized in setting different zones on fire; some were specialists in firing the northern zones, others the western zones, and so on. Some were specialists in setting fires by night, others by day (and the latter were divided into morning and evening specialists). There were also summer and winter specialists (who had jurisdictional disputes in the spring and autumn). There were also the wind specialists, the anemotechnicians.

There were huge plants to keep the pigs in before the fire broke out in the forest and methods were being tested on how to let the pigs out at just the right moment. There were technicians in pig feeding, experts in building pig pens, professors in charge of training experts in pig pen construction, universities who bequeathed their discoveries to the universities that prepared professors to be in charge of training experts in pig pen construction, and....

One day a fireman, in Category SW/DM/RS (southwest specialty, daily-morning, licensed for rainy summers), named John Commonsense said that the problem was really very simple and easily solved. He said that in order to solve the problem with ease only four steps need be followed: (1) the chosen pig had to be

killed, (2) cleaned, (3) placed in the proper utensil, and (4) placed over the fire so that it would be cooked by the effect of the heat, and not by the effect of the flames.

“People kill the pigs?” exclaimed the Director of Forestation furiously. “People kill? The fire is the one to kill! Us kill? Never!”

The Director General of Roasting Himself came to hear of this Commonsense proposal, and sent for him. He asked what Commonsense had to say about the problem, and after hearing the Four Point idea he said:

“What you say is absolutely right – in theory; but it won’t work in practice. It’s impossible. What would we do with our anemotechnicians, for instance?”

“I don’t know,” answered John.

“Or the specialist in seeds, in timber? And the builders of seven-story pig pens, now equipped with new cleaning machines and automatic scenters?”

“I don’t know.”

“And what is to be done with the men specialized in organizing and directing our annual Conferences for the Reform and Improvement of The System? If your system solves everything then what do we do with them?”

“I don’t know.”

“Can’t you see that yours is not the solution we need: don’t you think that if everything is as simple as all that, then the problem would have been solved long before this by our specialists? Tell me, where are the authorities who support your suggestion? Who are the authors who say what you say? Do you think I can tell the engineers in the Anemotechnical Division that it is only a question of using embers without a flame? And what shall be done with the forests that are ready to be burned – forests of the right kind of trees needed to produce the right kind of fire, trees that have neither fruit nor leaves enough for shade so that they are good only for burning? What shall be done with them? Tell me!”

“I don’t know.”

“Tell me, you know the Chief Engineer of Pork Pyrotechnics, Mr. J.C. Wellknown, don’t you? Isn’t he an extraordinary scientific personality?”

“Yes. He looks like it.”

“Well, then, do you see that the plain fact of having such valuable and extraordinary engineers in pyrotechnics show that the present System is good? And just what would I do with such valuable individuals if your system were adopted?”

“I don’t know.”

“Do you now see the problem in whole? What you must bring, as a solution, is a method on how to make better anemotechnicians; how to solve the shortage of western firemen (which is our chief difficulty right now; we have plenty of eastern, northern, and southern firemen); how to make pig sties eight stories high, or more, instead of the seven stories we now have. We have to improve what we have; we cannot change it. So bring me a plan that will show me how to design the crucial

experiment which will yield a solution to the problem Roast Reform. That is what we need. You are lacking in good judgment, Commonsense! Tell me, for example, what would I do with my good friend (and relative), the President of the Committee to Study the Integral Use of the Remnants of the Ex-Forests?"

"I'm really perplexed," said John.

"Well, now, since you know what the problem is, don't go around telling everybody you can fix everything. Now you realize the problem is serious and complicated; it is not so simple as you had supposed it to be. An outsider says, "I can fix everything." But you have to be inside to know the problems and the difficulties. Now, just between you and me, I advise you not to mention your idea to anyone – not to anyone, because it might bring about, er, ah, difficulties with your job! Not because of me, you understand! I tell you this for your own good, because I understand you plan, but, you know, you may come across another boss not so capable of understanding as I am. You know what that's like, don't you, eh?"

Poor John Commonsense didn't utter a word. Without so much as saying goodbye, stupefied with fright and puzzled by the barriers put in front of him, he went away and was never seen again.

It was never known where he went. That is why it is often said that in those tasks of reforming and improving The System, Commonsense is missing.

**This is what we are
here for:
To Serve
and
To Be Kind.**

The Calf Path

One day, through the primeval wood, a calf walked home, as good calves should; but
made a trail all bent askew, a crooked trail as all calves do.

Since then two hundred years have fled, and, I infer, the calf is dead. But still he left
behind his trail, and thereby hangs my moral tale.

The trail was taken up the next day by a lone dog that passed that way; and then a
wise bell-wether sheep pursued the trail o'er vale and steep, and drew the flock behind
him, too, as good bell-wethers always do.

And from that day, o'er hill and glade, through those old woods a path was made; and
many men wound in and out, and dodged, and turned, and bent about and uttered
words of righteous wrath because 'twas such a crooked path. But still they followed-
do not laugh-The first migration of that calf, and through this winding wood-way
stalked, because he wobbled when he walked.

This forest path became a lane, that bent, and turned, and turned again; this crooked
land became a road, where many a poor horse with his load toiled on beneath the
burning sun, and traveled some three miles in one. And thus a century and a half they
trod the footsteps of that calf.

The years passed on in swiftness fleet, the road became a village street; and this before
men were aware, a city's crowded thoroughfare; and soon the central street was this of
a renowned metropolis; and men two centuries and a half trod the footsteps of that
calf.

Each day a hundred thousand rout followed the zigzag calf about; and o'er his
crooked journey went the traffic of a continent. A hundred thousand men were led by
one calf near three centuries dead. They followed still his crooked his way, and lost
one hundred years a day; for thus such reverence is lent to well established precedent.

A moral lesson this might teach, were I ordained and called to preach; for men are
prone to go it blind along the calf-paths of the mind, and work away from sun to sun
to do what other men have done. They follow in the beaten track, and out and in, and
forth and back, and still their devious course pursue, to keep the path that others do.

But how the wise old wood-gods laugh, who saw the first primeval calf!
Ah! Many things this tale might teach ---But I am not ordained to preach.

Sam Walter Foss